MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019/2020

DHR5014 –HUMAN RESOURCE MANAGEMENT

(All sections / Groups)

5 MARCH 2020
9.00 AM – 11.00 AM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 9 pages with 2 sections.
2. Answer **ALL** questions.
3. For section A, shade your answers on the OMR sheet provided.
4. For section B, write your answers in the answer booklet provided.

SECTION A: Multiple Choice Questions (40 Marks).

1. Which of the following refers to a procedure designed to predict future job performance based on an applicant's oral responses to oral inquiries?
   A. Work sample simulation.
   B. Selection interview.
   C. Reference check.
   D. Arbitration.

2. What type of interview would most likely include the following statement? "Imagine that you have just been assigned the task of winning the customer's heart event. How would you proceed?"
   A. Behavioural.
   B. Stress.
   C. Puzzle.
   D. Situational.

3. Which of the following terms refers to a group of interviewers working together to question and rate one applicant?
   A. Serial interview.
   B. Board interview.
   C. Sequential interview.
   D. Mass interview.

4. Jia Fong is interviewing along with other candidates for a position of a marketing manager at multinational organisation. A team of interviewers will meet with all the candidates at once. The team will pose problems to the candidates and see which candidate takes the lead in formulating an answer. This is most likely an example of a _____ interview.
   A. serial
   B. board
   C. mass
   D. panel

5. Consider the question: "What factors should be considered when developing a linear programming?" What type of question is this?
   A. Background question.
   B. Past behavior question.
   C. Situational question.
   D. Job knowledge question.

Continued...

6. _____ means providing employees with continuing learning experiences over their contract with the organisation, with the aim of ensuring they have the opportunity to learn the skills they need to do their jobs and to expand their horizons.
   A. Lifelong learning
   B. Literacy Training
   C. Vestibule Training
   D. Computer-Based Training (CBT)

7. Alicia's attended a meeting with the departmental manager and learned about skills she need to perform her jobs. In which of the following did Alicia most likely participate?
   A. Recruitment.
   B. Selection.
   C. Employee orientation.
   D. Employee training.

8. Which of the following would most likely occur during the **FIRST** step of the ADDIE training process?
   A. Analysing the training need.
   B. Accepting employees for training.
   C. Arranging online training materials.
   D. Asking participants for feedback.

9. _____ a systematic method for teaching job skills, involving presenting questions or facts, allowing the person to respond, and giving the learner immediate feedback on the accuracy of his or her answers.
   A. Apprenticeship learning
   B. Informal learning
   C. Programmed learning
   D. Special assignments

10. Which of the following is a systematic method for teaching job skills that involves listing each job's basic tasks, along with key points, in order to provide step-by-step training for employees?
    A. Job instruction training.
    B. Programmed learning.
    C. Apprenticeship training.
    D. Simulated learning.

11. Which of the following terms refers to a teaching method that uses special collaboration software to enable multiple remote learners to participate in live audio and visual discussions via a PC or laptop?
    A. Hardware simulation.
    B. Virtual classroom.
    C. Company website.
    D. Learning portal.

Continued...

12. According to Kurt Lewin's change process, which of the following is the **LAST** stage?
    A. Unfreezing.
    B. Moving.
    C. Refreezing.
    D. Freezing.

13. Which of the following terms refers to the process of evaluating an employee's current and/or past performance relative to his or her performance standards?
    A. Employee selection.
    B. Performance appraisal.
    C. Employee orientation.
    D. Organisational development.

14. What is the **FIRST** step of any performance appraisal?
    A. Giving feedback.
    B. Setting work standards.
    C. Making plans to provide training.
    D. Assessing the employee's performance.

15. Which performance appraisal tool requires supervisors to categorise employees from best to worst on various traits?
    A. Graphic rating scale.
    B. Critical incident method.
    C. Alternation ranking method.
    D. Electronic performance monitoring.

16. Which of the following terms refers to setting specific measurable goals with each employee and then periodically reviewing the progress made?
    A. Behaviourally anchored rating scale.
    B. Management by objective.
    C. Graphic rating scales.
    D. Forced distribution.

17. Which of the following is a performance appraisal problem that occurs when a supervisor's rating of a subordinate on one trait biases the rating of that person on other traits?
    A. Recency effect.
    B. Halo effect.
    C. Central tendency.
    D. Stereotyping.

Continued...

18. Which performance appraisal problem is associated with supervisors giving all of their subordinates consistently high ratings?
    A. Central tendency.
    B. Leniency.
    C. Strictness.
    D. Halo effect.

19. According to Herzberg's Hygiene-Motivator theory, which of the following factors will **MOST** likely satisfy employees' higher-level needs?
    A. Base salary.
    B. Recognition.
    C. Incentive pay.
    D. Co-worker relationships.

20. Which of the following terms refers to an incentive plan in which a person is paid a sum for each item he or she makes or sells?
    A. Straight piecework.
    B. Variable pay.
    C. Straight hourly pay.
    D. Standard hour plan.

21. Studies indicate that in order for merit pay to be most effective, it should be linked to _____.
    A. company profits
    B. annual base salary
    C. employee overtime
    D. employee performance

22. Sandra, the HR manager at Daniel Wellington Enterprises, will get stock distributed to her from a trust when she retires. This is known as
    A. Profit-sharing plan.
    B. Earnings-at-risk plan.
    C. Employee stock ownership plan (ESOP).
    D. Gainsharing plan.

23. Which theory of motivation states that people are strongly motivated to maintain a balance between their contributions and their rewards?
    A. Two-factor theory.
    B. Equity theory.
    C. Learned needs theory.
    D. Expectancy theory.

Continued...

24. Which form of equity refers to the fairness of a job's pay rate in comparison to other jobs within the same company?
    A. External.
    B. Internal.
    C. Distributive.
    D. Individual.

25. Nonfinancial payments like health and life insurance, pensions, annual leaves, and child care facilities are examples of _____.
    A. competency-based incentives
    B. variable pay
    C. benefits
    D. bonuses

26. All of the following benefits are required by Malaysian labour law **EXCEPT** _____.
    A. sick leave
    B. socsso
    C. epf
    D. company trip

27. Which of the following terms refers to benefits for time not worked, such as unemployment insurance, vacation and holiday pay, and sick pay?
    A. Supplemental pay benefits.
    B. Employee assistance.
    C. Financial incentives.
    D. Premium benefits.

28. Which of the following provides pay to an employee when he or she is temporarily out of work because of illness?
    A. Sick leave.
    B. Severance pay.
    C. Supplemental pay.
    D. Sorkers' compensation.

29. Which of the following provides a fixed sum when employees reach a predetermined retirement age?
    A. SOCSO.
    B. Severance pay.
    C. Pension plan.
    D. Life insurance.

Continued...

30. _____ provide services like financial counseling, child care referrals, elder care referrals, adoption assistance, mental health counseling, and life event planning.
    A. Pension plans
    B. Employee assistance programs
    C. Family-friendly benefits
    D. Benefit management systems

31. Sharvin and Jiven are both accountant supervisors at Dellote Sdn. Bhd. Sharvin works from 7:00 a.m. until 12:00 p.m. each day. Jiven takes over the same position at 12:00 p.m. and works until 5:00 p.m. each day. Which of the following most likely describes this type of work arrangement?
    A. Flextime.
    B. Job sharing.
    C. Work sharing.
    D. Compressed workweek.

32. _____ refers to the human resource management concepts and techniques employers use to manage the challenges of their international operations
    A. Work councils
    B. International human resource management
    C. Power distance
    D. Codetermination

33. According to Geert Hofstede, which of the following is referring to the nature of human relationship in terms of hierarchy?
    A. Masculinity.
    B. Individualism.
    C. Power distance.
    D. Uncertainty Avoidance.

34. International workers from multinational companies which employ locals are **BEST** described as _____.
    A. citizens of the countries where they are working
    B. noncitizens of the countries in which they are working
    C. noncitizens of the country in which the multinational company has its manufacturing plants.
    D. citizens of the host country in which the multinational company has its headquarters

35. Tobais is a German IT engineer working in Malaysia, so he is most likely classified as a(n) _____.
    A. local
    B. expatriate
    C. third-country national
    D. home-country national

Continued...

36. The **MOST** common reason that an expatriate fails at an international assignment is _____.
    A. incompetence
    B. technical demands
    C. inability to cope with family pressure
    D. language difficulties

37. Which of the following refers to the process of assessing an employee's likelihood of success in handling a foreign transfer?
    A. Skills placement testing.
    B. Adaptability screening.
    C. Management assessment.
    D. Performance appraisal.

38. What is the primary problem associated with virtual teams at international firms?
    A. Scheduling meetings.
    B. Discussing on important issues.
    C. Facilitating group communication.
    D. Building trust among team members.

39. Before departing for an overseas assignment, an employee would most likely benefit from _____ training.
    A. technical
    B. interpersonal
    C. cross-cultural
    D. career development

40. Zharif, a Malaysian, has worked for a U.S. firm's Italian operations for two years with great success. Now, the company wants Zharif to relocate to Japan to establish a new division. The company will most likely offer Zharif a _____ to reward him for moving from one assignment to another.
    A. hardship allowance
    B. foreign service premium
    C. cost-of-living increase
    D. mobility premium

(Total: 40 Marks)

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SECTION B: Structured Questions (60 Marks)

QUESTION 1

(a) Describe **FOUR (4)** main purposes of implementing an orientation for new joiners. (8 marks)

(b) State and explain the **THREE (3)** on-the-job training methods that are most frequently used by employers. (6 marks)

(Total: 14 marks)

QUESTION 2

(a) List and briefly explain any **FOUR (4)** purposes of performance appraisal. (8 marks)

(b) List any **FOUR (4)** individual / group of appraisals. (4 marks)

(Total: 12 marks)

QUESTION 3

(a) Define "employee compensation". (2 marks)

(b) Gan has been offered a position as CEO at Aeon Jusco Berhad. List and explain the main **FOUR (4)** compensation elements for top executive like Gan. (8 marks)

(Total: 10 marks)

QUESTION 4

(a) Define Behaviour Modification/Reinforcement Theory. (2 marks)

(b) Provide any **FIVE (5)** positive reinforcement non-financial rewards that a manager could use on a day-to-day basis to reward employees. (5 marks)

(Total: 7 marks)

Continued...

QUESTION 5

Expatriate failure is expensive!

Statement 1

(a) Referring to Statement 1 above, list and describe any **FOUR (4)** steps managers can implement to improve the expatriate success abroad. (8 marks)

The top executive's values play a significant role in international staffing decisions.

Statement 2

(b) Referring to Statement 2 above, state and explain **THREE (3)** top executive's values in international staffing policy. Provide **ONE (1)** example for each value.

(9 marks)

(Total: 17 marks)

End of Paper